



President's Message

It is in America's national interests to increase U.S. private sector investment in Africa. We as a nation need Africa much more than we have publicly acknowledged and more than we probably realize even in private. Africa's market size approaches that of the Chinese market, and it is increasingly viewed by other nations as an important investment destination. Certainly China and India are increasing their investments, but so too are countries such as Brazil, Japan, Israel and the Persian Gulf States. Even South Africa and Libya are becoming big investors in the rest of their continent. Yet U.S. investment remains fairly flat.

For the health of the American economy, we need to develop more manufacturing opportunities. We also need new markets for our products if we are to create more jobs in America. For this reason, I was greatly reassured by President Obama's recently announced initiative to double U.S. exports. Among the targeted markets for this initiative is South Africa, just one indication of the fact that Africa still remains the largest untapped market in the world. U.S. business, by shying away from Africa, is simply missing the opportunity, at a time when we can ill afford to do so.

The greatest challenge to getting more U.S. investment in Africa is not the political or economic conditions of Africa. Instead, it is the recalcitrance of the American business community, including the financial sector, to look openly to Africa as a viable market. In so doing, we are slowing our own economic recovery and seriously damaging our long-term global political and commercial interests. After all, countries may appreciate all that we do in providing aid, but, in the long-term, countries necessarily will intertwine their

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FEATURE

Why Infrastructure Now?

*"Infrastructure has been responsible for more than half of Africa's recent growth performance and has the potential to contribute even more."**

The 2010 U.S.-Africa Infrastructure Conference, scheduled for April 27-29, in Washington, D.C., marks the fourth time since 2006 that CCA has organized a major event dedicated to infrastructure. This year's conference focuses more than ever before on identifying for companies the right infrastructure projects and a range of ways to go about financing them. An all-star cast of business experts, including Dr. Mo Ibrahim, speaks about their own successes in doing business in Africa's profitable infrastructure sector.

So why all the fuss over infrastructure in Africa? If the quote above doesn't provide an ample hint, then consider this: Active and pending power and energy investments by the World Bank and African Development Bank exist currently in 42 African countries; the African Development Bank plans to increase

investments in water projects to \$1 billion per year, while the World Bank has nearly \$7 billion committed to water projects; large-scale generation & transmission projects, including rural energy access, are hot topics across the African continent; and contracts are being awarded for power generation and transmission, including equipment, condensers, SCADA systems, civil & engineering contracts, onshore pipeline construction, and more. To this, add positive economic growth rates in numerous African countries, intense interest in renewable energy and climate change mitigation, plus the continent's desire to rapidly upgrade road networks, airports, railroads and ports. The list goes on...and on.

All of these topics are in the limelight at CCA's 2010 U.S.-Africa Infrastructure Conference. Here are 14 sessions that make the conference worth your investment and a real eye-opener for infrastructure companies looking to grow operations in Africa:

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U.S.-AFRICA INFRASTRUCTURE CONFERENCE
BUILDING DYNAMIC GROWTH IN AFRICA
WASHINGTON, D.C., APRIL 27-29, 2010

THE CORPORATE COUNCIL ON
AFRICA

Tunisia: An Ideal, Multi-Region Entry Point For Your Business



The Corporate Council on Africa's monthly videoconference guest in March was Gordon Gray, U.S. ambassador to Tunisia, who addressed CCA members live from Tunis. Representatives from CCA Member The Coca-Cola Company, Devonshire Investments and the U.S. Department of Commerce accompanied Ambassador Gray.

According to Ambassador Gray, Tunisia is an ideal operating base for American companies looking for a highly educated, low-cost labor force, stable political system and an entry point to Europe, the neighboring Maghreb countries and francophone West Africa. In addition to possessing excellent infrastructure, the country provides tax incentives to companies exporting 70 percent of their goods, making Tunisia an ideal place for businesses involved in light manufacturing and IT services.

There are 74 U.S. companies involved in various sectors in Tunisia, but the EU accounts for more than 75 percent of the country's bilateral trade, with free trade agreements covering manufactured goods, but not agricultural products. Tunisia's diversified economy and large middle class also present opportunities for franchising. National legislation affecting franchise operations was passed in late 2009 and is expected to be implemented soon.

U.S. companies can also take full advantage of U.S. commercial service officers for various infrastructure projects that are funded across the continent by the Tunis-based African Development Bank.

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Photo: flickr.com/photos/dvdmerve

1: "Show me the Money! : Your Road Map to the Conference"

Today there are 600 projects with more than \$50B of infrastructure funding from the World Bank and African Development Bank in infrastructure across the Continent. Make it your business. Learn how to open up these international donor markets, strategically position for contracts, and navigate through the complexities of bidding in these emerging markets.

2: "Financing for Infrastructure"

Address by Katherine Sierra, vice president for Sustainable Development at the World Bank, who says, "It's well known that infrastructure is a major contributor to growth and human development and a key ingredient for achieving all the Millennium Development Goals".

3: "New and Improved Funding Sources"

This session offers insights from leading private equity firms as well as the "missing middle" fund necessary for SME to flourish in Africa.

4: "Future of Power in Africa"

Following in the path of advanced cellular technology development, new approaches to power in Africa have the potential to set the standard for the global industry. This session illustrates success by showcasing an award-winning power project led by the private sector.

5: "ICT and the Financial Sector: New Opportunities in Africa"

This session highlights modernization projects at the central banks of Nigeria, Rwanda, and Tanzania, as well as other opportunities in the pipeline at bilateral and multilateral donor institutions.

6: "Round Table: "Water: The Next Wave"

With its far-reaching uses and effects,

water is a crucial natural resource for Africa and the world. The consequences of water management range from health to agriculture to industry.

7: "Creating an Environment for Project Finance" (organized by U.S. Department of Treasury)

The session builds upon two sessions of the Virtual Working Group hosted by the U.S. Treasury and the Infrastructure Consortium for Africa. The session examines the process of identifying and allocating the risks found in a given project within a project finance context.

8: "Where the National Export Initiative and Development Converge: U.S. Government Support"

Following on the heels of President Obama's recently announced initiative to grow the U.S. economy through exports to targeted markets, including some in Africa, this session will detail the types of assistance American exporters can expect from the U.S. government and learn how agencies are promoting trade and investment for Americans and Africans.

9: "Round Table: Mitigating Climate Change"

The effects of climate change serve as reminders of the deep human dependence on our environment. This session examines how the threat of climate change can also spark innovative and profitable responses in business and infrastructure development.

10: "Procurement Opportunities in Power and Infrastructure"

This session examines the wealth of power projects in the pipeline and how investors in Africa have many new opportunities to bid in the power and infrastructure sectors.

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11: “Airport Infrastructure Development and Economic Growth”

Airport and aviation development greatly contribute to overall economic growth. This session presents perspectives from leading business and government experts, including key ministers of finance and civil aviation authorities, about their roles in upgrading Africa’s aviation infrastructure.

12: “From Ports to Rural Roads: the Last Mile”

Panelists here discuss how, from the management of African seaports, to the development of efficient and sustainable road networks, providing a consistent supply chain has been a difficult logistical task in Africa...but one that is being successfully and profitably addressed.

13: “Seven Secrets of Success”

This interactive session will present some of the “do’s” and “don’ts” of doing business in Africa.

14: “Securing Your Infrastructure”

Explore ways for business and government alike to safeguard investments, even in the most challenging operating environments.

**Excerpted from “Africa’s Infrastructure: A Time for Transformation”, co-published by the Agence Française de Développement and the World Bank, 2010.*

Cover Photo: AllAfrica.com



U.S. Companies Wanted for Agribusiness Opportunities in Africa



CCA’s March monthly Agribusiness Breakfast Series focused on the theme, “Linking U.S. Companies to Agribusiness Opportunities in Africa”. The event’s featured guest speakers were Patricia Sheikh, deputy administrator for the U.S. Department of Agriculture’s Foreign Agricultural Service, and Sherry Khan, senior manager at CCA Member Cardno Emerging Markets USA. With extensive backgrounds in African agricultural development and investment, the speakers focused on their various initiatives in African agribusiness sectors and both highlighted the importance of business partnerships in trade and development. Ms. Sheikh discussed the mission of the Foreign Agricultural Service and its current activities in improving market access, institutional capacity building, sanitary and phytosanitary standards, as well as promoting further research in African agriculture. She also emphasized the importance of the U.S. private sector in mechanizing and streamlining Africa’s agricultural sector, with the public sector playing a supportive role the process. Khan discussed strategies of overcoming constraints to growth and low productivity in agribusiness. Focusing on strengthening competitiveness in agribusiness value chains, Khan described Cardno’s capacity building efforts in Zambia’s livestock industry. She also discussed Cardno’s expertise in consultation and capacity building within the community as well as with institutions via partnerships with various government agencies. Participants discussed with Sheikh the role of U.S. government’s infrastructure assistance programs in agribusiness supply chains, lessons learned from potential partnerships and the importance of understanding successful business practices.

Flashpoints and Opportunities in African Security in 2010

CCA’s Security Working Group on March 18 discussed Africa’s “hot spots” and potential security-related investment opportunities. The guest speaker was Dr. J. Peter Pham, trustee, senior fellow, and Africa project director at the National Committee on American Foreign Policy.

Pham emphasized that the synergy of security and economic development is crucial for the future growth of the African continent. Pham identified success stories in African security and growth. These include Ghana’s political transition, increased integration in East Africa, and the people of Niger’s petition for democracy. He outlined areas for growth, particularly in infrastructure development, and specifically relating to

water management, road construction, and the energy sector. These areas, in contrast to a number of security threats across the continent, offer an optimistic view of Africa and its many opportunities for business and investment. With national elections scheduled this year in a number of African countries, Pham pointed to the impact that these contests will likely have on political stability across the continent in 2010.

He contributed a list some of the key flashpoints in Africa for 2010, including Sudan, where he predicted that the country’s northern and southern regions will likely by year’s end terminate any cooperation. He also identified Somalia as another flashpoint and identified the pirate groups and religious radicals as the two largest threats to national stability.

Cautious Optimism Over Uncertainty in Nigeria



Nigeria's investment climate and political situation were the key topics covered during CCA's monthly breakfast forum held on March 4. The guest was Robin Sanders, U.S. ambassador to Nigeria, who addressed CCA members

in Washington live via videoconference from Lagos. She was joined in Lagos by a number of American companies, including CCA members, that are operating in Nigeria.

Ambassador Sanders outlined a number of central issues for companies in Nigeria, including Nigeria's petroleum industry bill (PIB). She also pointed to Nigeria's burgeoning population as a market ripe for consumer goods. Challenges to investing in Nigeria were also discussed, including high costs of production in the manufacturing sector, where Nigeria's chronic electricity shortages have negatively affected investments. Another challenge touched upon was companies' reluctance to make long-term, high-value investments in light of political uncertainties. Nevertheless, most U.S. companies plan to continue their investments.

American companies continue to be among the strongest investors in Nigeria. However, new competitors, including the Chinese, are operating in greater numbers in sectors where U.S. participation is minimal or non-existent. Ambassador Sanders encouraged U.S. companies to seize opportunities in electrical power generation and transmission, water treatment and waste management, roads and railways, ICT, health services, agriculture, retail, housing, hotels and transportation and construction. The monthly breakfast forum is sponsored by Merck & Co. Inc.

To read Ambassador Sanders' blog entry about her participation in this event, please **CLICK HERE**.

CCA Hosts State Department/ African Diplomatic Corps Economic Growth Working Group

In addressing CCA's Annual Meeting in February, U.S. Assistant Secretary of State for African Affairs Johnnie Carson announced the creation by the State Department's Africa Bureau of the Economic Growth Working Group (EGWG) as a mechanism for addressing challenges to U.S.-Africa trade and investment. On March 11, CCA played host to the EGWG as it convened a large number of economic counselors from the African diplomatic corps in Washington and a range of CCA members. The meeting, co-chaired by the Office of Economic and Policy Staff Director Anthony Newton and

CCA President and CEO Stephen Hayes, provided an unprecedented occasion for discussions and first-time meetings between many CCA members and African embassy staff directly responsible for economic and commercial matters. In addition to presenting about trade and investment opportunities in their countries, African diplomatic corps representatives heard from CCA members about specific steps that could be taken to increase investment in Africa. Contact information for embassies' staff was later circulated to CCA members.

Djibouti Entrepreneurs Trained by Lockheed Martin's PAE

Pilot Program in Djibouti Supports Development Goals

Three Djiboutian businesses successfully completed a pilot entrepreneur training program in late March, the result of a partnership between PAE, a Lockheed Martin company, Syracuse University's Whitman School of Management and the U.S. military at Camp Lemonnier, located in Djibouti.

The "Empowerment through Entrepreneurship" pilot program connects local PAE employees and resident members of the military with small businesses in Djibouti, helping them to develop sustainable business practices and bring increased activity and stability into the local economy.

"We are proud to support innovative ventures that go to the heart of stability operations," said PAE President Dell Dailey. "This remarkable partnership shows real potential for paying off in the long run for Djiboutian small businesses."

Following a virtual training session between Syracuse faculty and students and Camp Lemonnier participants, the group came together in person in March to begin partnering with the three businesses, which were selected by the military civil affairs team on base.

The session culminated with a graduation ceremony held March 18 and attended by U.S. Ambassador to Djibouti James



Djibouti business leaders are interviewed following graduation from Lockheed Martin PAE program

Swann, Djiboutian Chamber of Commerce President Said Omar Moussa and Camp Lemonnier Commanding Officer Captain William Finn.

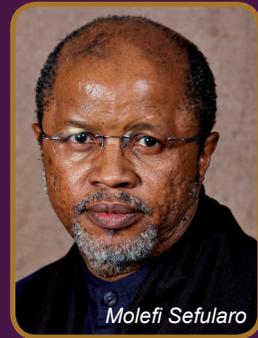
After the week at Camp Lemonnier, the "Empowerment through Entrepreneurship" students from Syracuse, NY and Djibouti will continue to communicate with each other and develop strategies for their businesses via virtual classroom sessions. PAE and military class members in country will continue to visit the businesses to assess their progress and communicate new strategies for their development.

PAE, a wholly-owned subsidiary of CCA Member Lockheed Martin, is a global company specializing in expeditionary construction, logistics, operations and maintenance, and training.



Staying Healthy at the 2010 World Cup in South Africa

CCA's Health Initiative and the Embassy of South Africa in Washington, D.C., hosted a roundtable meeting on March 29, entitled "2010 FIFA World Cup: Health Sector Preparedness and



Public Health Information Systems in Africa." The session featured South Africa's Deputy Minister for Health, Molefi Sefularo*. Dr. Sefularo gave the keynote address on South Africa's health preparedness for the World Cup, highlighting the government's investments to improve logistics, communications, and emergency response capabilities. The session was moderated by Timothy Baker, senior health executive at CCA Member Northrop Grumman Information Systems, and also featured comments by L. Tom Sizemore III, the principal deputy director for Preparedness and Emergency Operations at the U.S. Department of Health and Human Services, who spoke on U.S. health preparations for similar major events, including the use of technology for improved coordination between local and federal health officials. The South African Embassy's Deputy Chief of Mission Johnny Moloto also attended and offered welcoming remarks.

South Africa has recently invested more than \$1 billion in its health sector to ramp up capacity for the World Cup, meet improved standards for food safety, hospital cleanliness and patient safety, as well as reduce wait times in clinics. Participants highlighted the potential contributions of the private sector in complementing and supporting government-led efforts, particularly in leveraging supply chain systems and information technology. The most serious challenge highlighted by all speakers was not only improving access and standards of care for the World Cup, but maintaining them over the long term to realize South Africa's economic growth potential.

*Dr. Sefularo was tragically killed in a car accident in South Africa on April 5, 2010. CCA extends its condolences to his family and friends and remains deeply grateful for the time that he spent with CCA members on March 29.

New! AfDB Blog

Recently launched, "Building Africa Today" is the African Development Bank's new blog, and an exciting first for the institution. Readers will find updates on the Bank's procurement opportunities and initiatives. The blog also offers

insightful currency, stock market, and industry analysis from weekly Market Intelligence posts. Be sure to check it out at www.buildingafricatoday.com and subscribe today!

Recruitment is Your Investment

Africa Online Job Fair "Health, Finance, Infrastructure, and Technology"

Having launched in 2009 with IBM as a lead sponsor, CCA Member Zebrajobs.com's Africa Virtual Job Fair 2009 (AVJF) attracted more than 1,300 active job seekers and connected them in real time with more than 100 representatives from 18 exhibiting companies. Following the launch, more than 9,500 job seekers from around the world registered to access the job fair online campus.

Looking to repeat its success, Zebrajobs.com is planning for Africa Online Job Fair 2010 (AOJF) with the theme "Empowering Africa: Health, Finance, Infrastructure, and Technology," scheduled from June 2 through July 1, 2010.

AOJF 2010 is an opportunity for recruiters and job seekers to use user-friendly, Internet-based recruitment technology and career advisory services for their

employment needs. Attendees can enjoy free, unlimited access to employment opportunities, support for résumés submission, and interview opportunities. AOJF 2010 also has branding value for U.S. companies and organizations working in Africa. According to an IREX representative, "It actually allowed IREX to put its message out there and to inform others of the work we do and why we love working here."

Zebrajobs.com is a joint initiative between U.S.-based CCA Member Danya International, Inc., and Africa-based Info Mind Solutions. AVJF 2009 was organized in conjunction and in partnership with CCA's U.S.-Africa Business Summit.

Recruiting the best-fit candidate is your investment. Register for the AOJF 2010 at <http://www.zebrajobs.com>.

For more information, please e-mail avjf@zebrajobs.com.



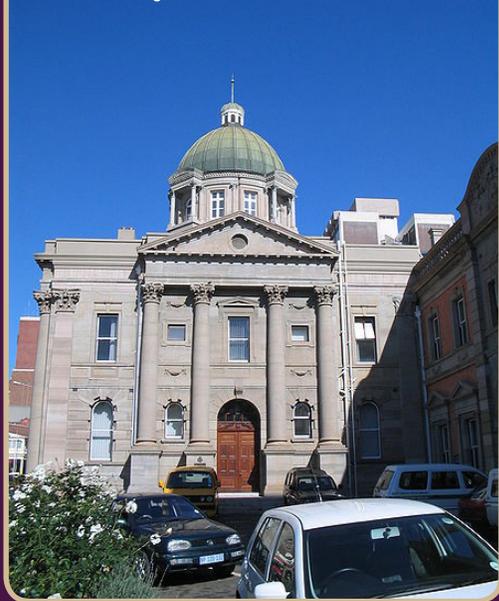
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**AFRICA ONLINE
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The KwaZulu-Natal parliament building in Pietermaritzburg, South Africa.



KwaZulu-Natal Business Delegation Visits CCA

On March 16, CCA played host to a large delegation of businesses and provincial investment authorities from KwaZulu-Natal, South Africa. Working closely with the South African Embassy in Washington D.C., CCA's SAIBL program organized one-on-one meetings between the delegation and CCA members. The delegation, led by Trade and Investment KwaZulu-Natal CEO Zamo Gwala, consisted of firms involved in IT, construction management, property development and biofuels.

In addition to meeting with CCA members and being briefed on CCA activities, the delegation was briefed by CCA's SAIBL team about the program's services to South African black-owned SMEs. CCA plans to develop a MOU with Trade and Investment KwaZulu-Natal to further strengthen the relationship.

The South African International Business Linkages program (SAIBL) is a business linkage program that builds the competitiveness of black-empowered enterprises through improvements in management, productivity & quality, and use of modern technology. Its mission is to create sustainable business linkages between these companies and domestic & international markets. SAIBL is made possible through funding by the United States Agency for International Development (USAID), and is implemented by the Corporate Council on Africa, ECIAfrica, and the National Business Initiative. www.saibl.co.za

Evergreen Uses Unique Technology in Haiti Earthquake Relief Effort

CCA Member Evergreen International Aviation's long history of providing humanitarian relief continued recently with its donated missions to survey rural orphanages in Haiti, employing Elbit Systems' Skylark I LE Unmanned Aerial Vehicle. The team flew missions from the mountains of Haiti at 5,200 feet in the vicinity of Port-au-Prince. Contact with many Haitian orphanages was difficult because of the remote locations of the facilities. Evergreen Unmanned Systems was supported by Elbit Systems of Israel, using its Skylark I LE System, to fly into these areas searching for signs of life. Evergreen Helicopters donated airlift support to position both teams into the region. This pioneering and unprecedented effort between Evergreen and Elbit to respond to the urgent need of the Haitian people proved that such technology can provide a life saving humanitarian service.

The Elbit Systems Skylark I LE, which is carried by an individual person, can launch without using a runway, search for survivors, document infrastructure damage and identify blocked roads. With a weight of just over 12 pounds and an operating time of up to three hours, the system is



unlike any other technology ever used to aid humanitarian relief operations.

For 50 years, Evergreen has supported humanitarian efforts worldwide. Primarily providing aviation support for international relief projects, the company has partnered with other non-profit organizations, corporations and governmental agencies to assist developing countries. The organization has helped improve and deliver healthcare, eradicate disease and support economic development. These efforts have directly impacted vulnerable children and families worldwide. Evergreen Unmanned Systems, along with the entire Evergreen family of companies, continues to provide support for the Haitian population and other relief agencies.

Source: Elbit Systems



March Events

- 3/4:** Monthly Breakfast forum "The Current Business Climate in Nigeria for U.S. Business"
- 3/11:** "Linking U.S. Companies to Agribusiness Opportunities in Africa"
- 3/11:** CCA Hosts State Department Economic Growth Working Group
- 3/16:** CCA Hosts Business Delegation from South Africa led by the regional investment promotion agency, Trade and Investment KwaZulu-Natal
- 3/18:** Security Working Group Presents: "Flash Points and Opportunities in African Security in 2010" Sponsored by Lockheed Martin
- 3/24:** Monthly Video Conference with U.S. ambassadors featuring Gordon Gray, U.S. ambassador to the Republic of Tunisia
- 3/24:** "A Dialogue with USDA Foreign Agricultural Service Africa Attachés"
- 3/29:** Monthly Investing in Health Series on "2010 FIFA World Cup: Health Sector Preparedness and Public Health Information Systems in Africa"
- 3/30:** Investing in Health Meeting Series presents "Smart Global Health and the Private Sector: A Dialogue with the Center for Strategic and International Studies"

CCA Staff Profile: Elizabeth Bachini

Elizabeth Bachini is program manager of CCA's Health Initiative. The Health Initiative serves as a partnership broker, resource and research ally to CCA member companies working in health in Africa. Elizabeth works closely with CCA member firms and a wide variety of partners to advance private sector investment and solutions for strengthening African health systems. She plays a key role in planning and overseeing health-related programming at CCA, including the Investing in Health meeting series, the CCA Health Advisory Committee, and the upcoming U.S.-Africa Private Sector Health Conference.



and partnership for CCA members within Africa's health sector, especially through CCA's health conference, which will be held on October 4-6, 2010, in Washington, D.C.

Elizabeth joined CCA in 2008 as a graduate of Georgetown University, where she completed her M.A. in Global, International & Comparative History with a concentration in sub-Saharan Africa. Her research focused on U.S. foreign policy toward Sudan, Angola, as well as the rubber industry in Liberia. She received a B.A. in English and History from College of the Holy Cross and completed a year of study at Oxford University in England. Before joining CCA, Elizabeth was also a contract researcher and writer with the U.S. Institute of Peace on a number of Africa and post-conflict-related topics.

President's Message *...continued from front page.*

long-term interests with those of their primary trading partners.

For U.S. businesses to become more seriously engaged in Africa, CEOs of American companies need to see what some of their lower level staff already know: specifically, that Africa is a viable, albeit at times a very difficult, new market. It will take perseverance and the building of long term relationships. Beyond our CEOs understanding Africa better, America's financial institutions must also be open to the potential of new business investment and trade with Africa. Yet, how many U.S. banks are truly open to financing U.S. companies that wish to trade with Africa? The answer is probably less than the number of fingers on your hand. The Export-Import Bank of the United States must also take innovative new approaches to investment in Africa. Ex-Im currently acts much like a local bank, unwilling to risk much in terms of guarantees for businesses investing in Africa. A cultural change at Ex-Im is sorely needed.

So much of doing business in Africa is about building relationships, more so than of immediate utility. We as Americans tend to be impatient and reluctant to make long term commitments. We tend to be comfortable with the familiar and fear the unfamiliar. Our jobs are determined by

short term performance. A CEO keeps his or her job by producing short term quarterly profits. However, if we are to be successful in Africa, we will need to learn patience, something that is not an insignificant or unimportant change. But this much is clear: Africa is a long term investment important to our long term stability.



Looking for a Day Office in DC?



CCA members, if business brings you to downtown Washington and you need an office for a few hours or for the day, contact us! CCA offers a temporary fully outfitted office at 1100 17th Street, N.W., as a service to our members. For more information, contact Tim McCoy at tmccoy@afriacncl.org.

About Us

The Corporate Council on Africa (CCA), established in 1993, is at the forefront of strengthening and facilitating the commercial relationship between the United States and the African continent. CCA works closely with governments, multilateral groups and business to improve the African continent's trade and investment climate, and to raise the profile of Africa in the U.S. business community.

CCA members believe that Africa's future success depends upon the ability of its entrepreneurs and business people to create and retain wealth through private enterprise. American corporations and private individuals can contribute most effectively by building partnership and reaching out to the African private sector in the areas that America knows best: private enterprise, investment capital, technology transfer and management.

CCA programs are designed to bring together potential business partners and raise Africa's investment profile in the U.S. by developing critical contacts and business relationships and providing a forum for the exchange of information and ideas.

For more information about The Africa e-Journal, please contact Tim McCoy at tmccoy@afriacncl.org.



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IAP Worldwide Services

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International Conservation Caucus Foundation

International Executive Service Corps (IESC)

International Relief and Development (IRD)

International Trade Development Corp. (ITDC)

IOTC Financial Services

IPOA

Jean-Raymond Boule Corporations

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Minority Business Development Agency

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Motorola

Moving Water Industries Corporation

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World Cocoa Foundation

Zephyr Management

*As of 3/31/10